



NAA 2011 Strategic Plan

2011 Strategic Planning Process Overview

Beginning in 2011, NAA's Strategic Planning cycle will change from a three-year cycle to an annual cycle. To ease this transition, planning for the 2011 Strategic Plan commenced in October 2009. The project consists of four interrelated steps:

Step One: Strategic Issue Discovery and Positioning.

- Background Review and Discovery.
- In-depth Telephone Interviews with Key Stakeholders.

Deliverables:

- ✓ *Phase One Key Stakeholder Telephone Interview Executive Summary, December 14, 2009.*
- ✓ *Phase One PowerPoint Summary, January 2010*

Step Two: Strategic Planning Meeting January Board of Directors Meeting.

- Presentation of Results of Key Stakeholder Interviews.
- Facilitation and Summary of Breakout Group Discussions.

Deliverables:

- ✓ *Summary of Breakout Group Discussions, February 2010*
- ✓ *Draft Overarching Goals*

Step Three: Focus Groups at the March 2010 Capital Conference.

Deliverables:

- ✓ *Focus Group Summary Report, March 2010*

Step Four: Consulting Support in Plan Development Through May 2010)

Step Five: Plan Monitoring (ongoing through 2011)

Mission

NAA's mission is to serve the interests of multifamily housing owners, managers, developers and suppliers and maintain a high level of professionalism in the multifamily housing industry to better serve the rental housing needs of the public.

2011 Key Focus Areas

NAA's 2011 Strategic Plan has five overarching themes and key focus areas:

- Raising awareness and appreciation for NAA/NAAEI products and services.
- Co-branding and strengthening communications between NAA and its Affiliates
- Sustaining and growing NAAEI
- Implementing Government Affairs Task Report key recommendations
- Strengthening NAA's relationship with the National Suppliers Council

Objective 1: NAA will raise key stakeholder awareness of the importance and value of NAA programs and services.

Primary strategies:

- 1.1 Develop branded tools to enhance and assist public/media relations efforts for NAA affiliates. *(Membership)*
- 1.2 Develop and promote an online knowledge resource center for NAA members. *(IT)*
- 1.3 Continue to enhance Independent Rental Owner (IRO) program to all IRO segments by providing needed benefits such as forums, conference calls, education, networking events and resource materials. *(Membership)*
- 1.4 Communicate the value proposition of the National Lease Program to existing and potential members in order to grow and maintain membership. *(Membership/Lease)*
- 1.5 Further develop multi-tiered communications plan through emails, affiliate publications, in-person outreach and social media to effectively communicate with all segments of membership in California on NAA benefits. *(Tara/Membership)*
- 1.6 Continue to strive to make the NAA Education Conference and the Student Housing Conference the premier conferences in the Multifamily Housing industry. Increase attendance by 3-6% at both conferences. *(Meetings, Membership, NAAEI)*
- 1.7 Support Government Affairs to increase awareness and visibility of NAA's advocacy efforts and the Capitol Conference. *(Meetings, GA, Communications)*

Objective 2: NAA will implement a comprehensive co-branding marketing and communication outreach program to NAA Affiliates.

Primary Strategies:

- 2.1 Expand Affiliate Web Site Program (*IT, Membership*)
- 2.2 Create an internal intranet where staff can coordinate and monitor branding and related progress. (*IT*)
- 2.3 Develop a mobile version of the NAA website. (*IT*)
- 2.4 Promote the NAA Web site in UNITS Magazine monthly with "What's Online Now" page at the front of the magazine advertising content from various online resources used by NAA. (*IT*)
- 2.5 Develop tools to enhance and assist public/media relations efforts for NAA affiliates. (*Membership*)
- 2.6 Identify affiliates with large growth potential and develop a plan to assist the affiliate in recruiting members. Increase affiliate unit count by 75,000 units. (*Membership*)
- 2.7 Provide performance plan and metrics to track the performance and strength of each affiliate. (*Membership*)
- 2.8 Implement join NAA and CA unified membership development program targeted toward investment-grade buildings, 500+ unit management companies and company executives. (*Tara/Membership*)
- 2.9 Implement a co-branded Learning Management System (LMS) for NAAEI and NAA Affiliate use. (*NAAEI*)
- 2.10 Increase GA department capacity to support affiliates on state and local issue advocacy. (*GA*)
- 2.11 Integrate various social media platforms into NAA/NAAEI outreach efforts. (*Membership, IT, NAAEI*)
- 2.12 Identify and track the various housing categories within the multifamily housing industry as it pertains to the units owned and managed by NAA members (i.e. conventional, affordable, military and student housing). (*Membership, IT*)
- 2.13 Create a mechanism by which NAA can gather data from various member segments to be utilized within the organization. (*Membership, IT*)

Objective 3: NAA and NAAEI will implement a marketing and sustainability program emphasizing the mission-critical importance of education to NAA members.

Primary Strategies:

3.1 Develop a case statement and fundraising campaign. *(NAAEI)*

3.2 Increase designation program sales through marketing strategies designed to improve and communicate program quality and positive impact on employee performance, improve customer registration and enrollment experience and target non-traditional markets. *(NAAEI)*

3.3 Address the biggest barrier to designation sales: employees having to leave their apartment community for too many hours to earn a NAAEI designation, by developing alternative delivery mechanisms. *(NAAEI)*

3.4 Effectively brand the high quality education programming at the NAA Education Conference and Exposition and NAA Student Housing Conference as NAAEI programming.
(NAAEI supported by Meetings)

3.5 Implement a "Peer-to-Peer" volunteer leadership promotion program, with specific involvement of the NSC, AEC and the Board of Directors, focusing on encouraging peers to attend NAA conferences.
(Meetings)

3.6 Develop "just-in-time" seminars on critical issues for NAA members. *(NAAEI)*

Objective 4: NAA will enhance its Government Affairs efforts by implementing key recommendations and strategies of the Government Affairs Task Force.

Primary Strategies:

4.1 Hire additional two staff members. *(GA)*

4.2 Increase department communications and outreach to internal and external stakeholders on federal, state and local advocacy efforts. *(GA)*

4.3 Enhance and improve grassroots mobilization efforts through increased member involvement in the AIMS program. *(GA)*

4.4 Increase member participation in and contributions to NAAPAC. *(GA)*

4.5 Monitor JLC activities with periodic updates to the Executive Committee. *(GA)*

Objective 5: NAA will reinforce its appreciation and strengthen its relationship with the National Suppliers Council.

Primary Strategies:

- 5.1 Create an exhibitor education program presented by the National Suppliers Council (NSC). *(Sales)*
- 5.2 Create registration discounts for NSC members to provide to their customers. *(Sales)*
- 5.3 Strengthen NSC & Sponsor relationships with a high-touch outreach program. *(Sales)*
- 5.4 Enhance the CAS designation program and market its importance and relevance to NSC members. *(Membership/NAAEI)*
- 5.5 Educate members regarding the value of using the National Supplier Council members by increasing visibility and benefits management members receive. *(Membership/Communication)*